

A Study of e-HRM to Identify its Impact in Stress Management in Employees of Private Sector Banks

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Abstract- The economy of a country is accelerated by its strong banking system. The banks act as a pillar in the progressive development of a country. Even in the current pandemic situation their importance is evident. The banking sector in turn faces challenges in the form of global banking, technological innovation and diversification which lead to stress. The employees in the organization faces several occupational stress like role ambiguity, role conflicts, handling large volume of data, work load, conflicts among worker, boss attitude, time pressure etc. These occupational stresses lead to several issues such as absenteeism, reduce productivity, loss of interest in work, etc. The organizations are now totally dependent on technology called as “e-HRM” for performing all its function whether it is performing management function or delivering product or services to the customer. The motive of this paper is to study e-HRM and to identify its impact in stress management among employees. For this purpose relationship between implementation of e-HRM and reduction in occupation stress was studied.

Keywords —*Banking system, e-HRM, Technology, Digitalisation, Stress management, Occupational stress*

I. INTRODUCTION

Over the world, organization cannot exist without people. All the resources are utilized by the people and are united into a team in order to achieve the objective of an organization. The resources such as material and economic are utilized effectively in order to achieve objective with combined effort of human resource.

Hans Seyle first introduced the concept of stress into the life science in 1956. The term stress is derived from the Latin word “Stringere” which means hardship, strain, adversity or affliction [8]. *Stress is the body's non specific response to a demand placed on it* [9].

II. LITERATURE REVIEW

Over the last years, the banking sector has gone through tremendous changes. There were several trends floating in the banking sector ranging from transformation, consolidation, outsourcing, business expansion of private banks, strict regulation, modernization, up gradation, disclosure requirement, etc. Electronic Human asset the board has fundamentally had an impact on the approach to overseeing and performing human asset in association. With e-HRM the human asset is presently not an individual but rather a gateway through which all the human asset of an association is dealt with a solitary snap. The conventional technique for overseeing human asset includes capabilities like enrollment, determination, preparing, execution evaluation, remuneration the board. With the incorporation of Human Resource Management with Information Technology every one of the previously

mentioned capabilities are changed over into e-Recruitment, e-Selection, e-Training, e-Performance Appraisal, e-Compensation the board where "e" represents electronic. All these trends have significant impact on the employees of banking sector. *Stress is emotional disruption, physically injurious that happens when the job does not require or connect with the worker's skills, resource and needs* [6]. They are pressurized to work beyond their capabilities, have unclear duties and responsibilities, work life imbalance, etc. These are the major stressors in the organization, which has affected mental as well as physical well being of employees [1]. There are several stressors in the organization such as role overload, role ambiguity, political pressure, powerlessness, responsibility [2]. The banking industry are adopting technology at greater pace which has completely changed the way banks are performing their function and delivering their service. The IT integrated banking is now a click and mortar banking and all the functions including HRM function are performed with the help of technology enabled HRM system called as e-HRM system [7]. The implementation of e-HRM helps the banks in performing their functions effectively and also helps them in reducing their human resource cost and administrative burden. The study reveals that the banks adopt technology for achieving business growth, desire to achieve leading edge, meeting expectation of employees and facing competition [5].

For the purpose of study, the occupational stressor namely role ambiguity, role conflict and work load is taken from [3]. The items to measure role ambiguity and role conflict is

taken from Original source [7], and items of work load is taken from [10]

STATEMENTS OF RESEARCH PROBLEM

The banks are the pillar of Indian economy and are the major instrument in facilitating business process. These banks are adopting technology at a greater pace. The employees of private banks are more stressed as compared to employees of government organization [4]. The purpose of this study is to identify the role of e-HRM which is an emerging technology in banking sector in coping up the stress of employees. Hence the statement of research problem for this study is “To Identify Role of e-HRM in Coping Up the Stress among Employees”.

III. OBJECTIVES

- Role of e-HRM in managing Role Ambiguity
- Role of e-HRM in managing Role Clarity
- Identifying Role of e-HRM in managing workload

IV. RESEARCH METHODOLOGY

This study was an exploratory and descriptive research. The 200 employees of private banks including HDFC Bank, ICICI Bank and Axis Bank were taken for the purpose of research in Lucknow and Kanpur City. The random sampling was used for the study. The structured questionnaire as well as journals, research papers and official websites were used for data collection. The data was analysed using SPSS. The hypothesis used in the study are stated below-

- H_0 : e-HRM has no impact in role ambiguity
 H_1 : e-HRM has a role in managing role ambiguity
- H_0 : e-HRM has no impact in role clarity
 H_1 : e-HRM has a role in managing role clarity
- H_0 : e-HRM has no role in managing workload
 H_1 : e-HRM has a role in managing workload

V. SIGNIFICANCE OF THE STUDY

This study was a new approach towards identifying the role of technology in coping up the stress among the employees. In this digital era, where everything is technologically driven, it is very important to identify its role in coping up the stress. This study is significant as it is a new contribution in the field of e-HRM in coping up the stress especially in Lucknow and Kanpur city of Uttar Pradesh

VI. LIMITATION

Due to time and resource constraints, the study was done on the limited employees only and was restricted to few private banks. The study has undertaken some possible factors causing occupational stress among the employees. The other factors are not considered in this study.

VII. ANALYSIS OF INTERPRETATION

1. Out of 200 sample only 143 have given response
2. Scale Reliability- Cronbach's Alpha is used to check reliability.

Table 1: Reliability Test

No of Items	Cronbach's Alpha
23	.689

3. Items and Descriptive Statistic

Table 2: Items and Descriptive Statistics

Role Ambiguity Items	Mean
e-HRM make me feel certain about how much authority I have	4.19
e-HRM make clear, planned objectives for my job.	4.24
With implementation of e-HRM I know that I have divided my time properly	4.04
e-HRM makes me clear what my responsibilities are.	4.17
Now, I know exactly what is expected of me.	4.08
I receive clear explanations of what has to be done.	4.13
Role Conflict Items	
With e-HRM, I need not to do things that should be done differently	4.08
I receive an assignment without the manpower to complete it.	4.08
I need not to buck a rule or policy in order to carry out an assignment after e-HRM implementation	3.99
I receive an assignment with adequate resources and material to execute it.	4.08
I work on unnecessary things	1.66
Work load	
With e-HRM, I am free from repetitive work	4.11
e-HRM has reduced an excessive amount of work	3.71
My job requires lots of Mental effort	4.07
I need not to work at odd times	3.68
e-HRM	
Strategic task	3.71
Decision making	3.76
Better communication	4.26
Employee satisfaction	3.99
Policy and strategy	4.26
Transparency	4.13

Role Ambiguity- Maximum number of respondents agrees that the implementation of e-HRM they have clarity of roles they have (M=4.17) and also they feel certain about the authorities they have (M=4.19). The e-HRM enables them to divide their time properly (4.04) and they know what exactly is expected (M=4.08) from them as they have clear explanation of their roles (M=4.13).As shown in Table 2

Role Conflict- the respondents disagreed that after the implementation of e-HRM they have to do the things that they have to do differently (M=4.08) hence reducing role conflict. They agreed that they have given adequate resources to carry out the task (M=4.08) and they were not involved in any unnecessary task (M=1.66). As shown in Table 2

Work Load- The maximum respondents strongly feels that with the implementation of e-HRM, they are free from doing repetitive work (M=4.11) which has reduced the excess amount of work they have to pursue (M=3.71). They were neutral about the fact that they have to work during

odd time even after implementation of e-HRM ($M=3.68$). As shown in Table 2

E-HRM- respondents were very much satisfied with the implementation of e-HRM, as this is a transparent system ($M=4.13$) which has reduced their administrative burden and enable them to focus more on strategic task ($M=3.71$). This system has enables organisation to formulate better policies and strategies ($M=4.26$) and help them in making correct decision (3.76). As shown in Table 2

HYPOTHESIS TESTING

H_1 : Impact of e-HRM on Role Ambiguity- the value of p is 0.00, which means there is relationship between e-HRM and Role Ambiguity. Hence implementation of e-HRM reduces role ambiguity in the banking sector (As shown in Table 3)

H_2 : Impact of e-HRM on Role clarity- In this case also, value of p is 0.00 which identified that which means implementation of e-HRM leads to role clarity. (As shown in Table 3)

H_3 : Impact of e-HRM on the employees work load- there is a relationship between (p value=0.00) e-HRM and workload. It means implementation of e-HRM reduces workload of employees. (As shown in Table 3)

Table 3: Summary of Regression analysis

Hypothesis	R	R ²	Beta	f	p	Supported		
H_1 : e-HRM and Role Ambiguity	.284	.080	.284	18.762	0.00	YES		
H_2 : e-HRM and Role Clarity	.367	.134	.367	33.702	0.00	YES		
H_3 : e-HRM and Workload	.378	.145	.378	37.708	0.00	YES		

VIII. FINDINGS

The study clearly finds that with the implementation of e-HRM, the employees of private banks are fully satisfied as it has created transparent environment within the banks which leads to trust and strengthen relationship in the organization. The implementation of e-HRM has reduces role ambiguity, reduces work load of the employees by eliminating them to focus on repetitive work and also leads to role clarity. Hence it could be clearly stated that e-HRM leads to reduction of stress among the employees and could proved to be a stress management tool.

IX. SUGGESTION

The study could suggest that the top management should extend their full support to the employees for easy and effective implementation of e-HRM. They should frame policies and provide training to employees from time to time. The need is also to educate employees about the need

and importance of digitization in today's era. It is also required to upgrade the system of e-HRM as per the need of environment.

X. CONCLUSION

The importance of technology in today's era is worth to consider. The e-HRM has made the representative clear about the jobs they need to play in the association with the unmistakable rules about what is generally anticipated from them. They obviously understand what their obligations are and what the targets they need to satisfy. The execution of e-HRM likewise limits the pointless assignment performed by the representatives. They are clear about their jobs and have fundamental assets to execute it. The e-HRM framework additionally diminishes dull undertaking performed by the representatives and thus lessens the overabundance measure of the work they need to execute. The workers of association are happy with the execution of e-HRM and their degree of occupation stress likewise decreases somewhat.

XI. RECOMMENDATION

It is prescribed for the banks to have a mind the feeling of anxiety of workers on regular premise and furthermore guarantee the execution of stress ease program for the representatives. The banks are prescribed to appropriately distribute the errand among the representatives and give them reasonable objective in order to liberate them from superfluous pressure. The banks are prescribed to spur and perceive the endeavors of their workers so they can feel energetic and their assurance will be supported. They need to audit their arrangements and systems relating with the workers. The banks ought to favor representative amicable technique. They are likewise prescribed to have a system to really look at the reason for the pressure among representatives and ought to make a remedial move as needs resemble giving guiding. The association ought to refresh their e-HRM framework now and again and should persuade their representatives to adjust innovation.

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